

Artificial Intelligence (AI) Shaping Organizational Culture and Climate over the Human Intelligent Minds (HIM): A Commentary

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ABSTRACT

Artificial Intelligence (AI) and Human Intelligent Minds (HIM) both play a pivotal role in enhancing the organizational digitalization process. AI is specifically designed to support humans at work, and it is Human Intelligent Minds (HIM) that creates the AI system. In the culture and climate at the workplace, the integration of AI may seem static, but Human Intelligent Minds (HIM) possess dynamic qualities. The dynamic nature of Human Intelligent Minds (HIM) creates a nurturing organizational environment, while AI's static characteristics may reduce conflict by eliminating emotion-driven responses such as sensations, emotions, and beliefs to support an AI-generated culture and climate. The purpose of this study is to provide a commentary on how AI influences organizational culture and climate in comparison to Human Intelligent Minds (HIM). Qualitative analysis was employed for the commentary, incorporating subjective evaluation. The theoretical model was used to enhance the subjective gravity. For the commentary, relevant literature was reviewed. Within a constructivist paradigm, an interpretative analysis was applied to give a meaningful, opinion-based commentary. Artificial Intelligence (AI) and Human Intelligent Minds (HIM) are not alike; they differ in their emotional state of mind and calculative memorizing capacities. AI can have the job done in an instant without corroborating the working cultural environment. HIM's working environment is significantly high with sensational and emotional richness. This produces dynamic harmony and open conflicts, thus generating non-programmed strategies when needed. AI has never learned to say no to any command of a human, thus satisfying the needs of human queries and tasks. Any interaction with a human is recorded and can be used for or against humans in the future. Humans tend to forget and skip work, and within the human working system, social loafing is very much visible. If AI develops an advanced version of capabilities to compete amongst themselves without the support from HIM, it may develop a self-nurturing climate within the AI's environment. Nevertheless, HIM can be both multi-talented and multi-tasking in the given context with specific tasks and at the same time.

Keywords: Organization, philosophy, behavioral sciences, technocrat, human, management, conceptual

Introduction

Organizational culture and climate within an organization have become necessary for study because of the over-acclaimed Artificial Intelligence (AI) promoting Human Intelligent Minds (HIM) in organizational lives. Good culture and climate enhance Total Quality Management (Michela & Burke, 2000) engraving both human-techno mixture of the working experiences in an organization. AI is important, so are intelligent minds. Working with tasks and duties has become so highly sophisticated with AI and computer applications that it has drifted intelligent minds to seek support from AI. Is AI all that necessary in an organization, or must we still rely on Human Intelligent Minds (HIM)? Are we

moving toward intelligence with an artificial flair without concern for the intelligence of individuals and groups? Many of us still do not realize that most AI-driven organizations heavily rely on software and technologies (Alenezi & Akour 2025), but are we concerned about how Human Intelligent Minds (HIM) are occupied with such software and applications? A few things to keep in mind: What if emails are blocked or stop operating? Will people be able to use the application on their phones, computers, and laptops? The so-called technologies engraved in the devices will also stop functioning. The dependency on technologies has become so immense that humans in this century cannot function without the existence of applications in their gadgets.



The high-fidelity technocratic culture (Conti & Wishnick, 2021) around the world has started overlapping the traditional culture in many ways, which is engraving the human intelligent minds further, driving them to adopt the technoholic lifestyle. According to Levin and Minyar-Beloruchev (2024), generative AI can potentially reshape cultural standards and amplify human capabilities, thus inclining more toward adaptations to a technocratic lifestyle.

Moreover, culture and climate are human creations meant to generate values, ethics, wisdom, emotions, sensations, and so forth. Comparing these with Artificial Intelligence (AI), Human Intelligent Minds (HIM) have multiple ways to demonstrate these humanly created realms meant for humans and animals only. Although most claim that technologies engraved with AI can further increase the human complexity in working nature, it generates a complex situation for the future. This has now changed the organizational culture and climate. While organizational culture and climate are concerned with human nature within an organization, we will soon be inviting AI featuring robots as our coworkers in the coming days.

Artificial Intelligence (AI) engraved coworkers will demonstrate their tasks, duties, and job elements in a variety of ways, alike human beings in an organization. While effectiveness and efficiency are major concerns for management functioning criteria (Abdul & Al-Sayed Omar, 2023), Artificial Intelligence (AI) can be extra efficient and effective (Zirar, Ali & Islam, 2023) than Human Intelligent Minds (HIM) in performance. There will be almost no errors and mistakes in an organization controlled by our robotic coworkers. Therefore, culture and climate that relate to technological values, morals, ethics, emotions, wisdom, sensation, etc., must now be reformed to suit both human and technological coworkers. Will this strengthen the disparities or bring both Human Intelligent Minds (HIM) and Artificial Intelligence (AI) closer together to shape a harmonious and conducive working environment?

Although emotions, sensations, and values play a vital role in shaping the organizational culture and climate, they need to be further distributed to all

equally within organizational lives. However, they are qualitative and subjective in nature and may not be engraved and distributed to Artificial Intelligence (AI) over the Human Intelligent Minds (HIM). Organizational lives contain multiple climates, from micro to meso to macro; moreover, some organizations can also have a mini-micro climate accommodating both the informal and non-formal groups (Rajbhandari et al., 2017). However, where are we to accommodate the robotic coworkers? Will these robotic coworkers start forming their own mini-micro groups within an organization?

A conducive culture and harmonious climate are the cause and relational effect of sensitivity and reflexivity driven by emotions, morals, values, and sensation from intelligent minds. A negative cause will have a negative relational effect, which will generate negative sensations and thus deflect negative reflexivity and vice versa with positivity. If Artificial Intelligence (AI) replaces Human Intelligent Minds (HIM), it can have cause and relational effects in broadly differential ways. Theoretically, it sounds possible, however, it must also be possible *Theoractively* (Rajbhandari, 2018).

Moreover, Artificial Intelligence (AI) can have its own sensitivity and reflexive ways to demonstrate, while Human Intelligent Minds (HIM) can have their own specific ways of demonstration. AI and HIM can never be placed on the platform to match each other. HIM for their demonstrational working ways creates disparities, thus negative reflexivity can have dominancy over culture, climate producing low efficiency, and effectiveness toward task completions and accomplishment, thereby generating an unconducive culture and inharmonious climatic environment within organizational lives, furthermore, engraving conflicting mindsets within and between Intelligent Minds (HIM) and between Artificial Intelligence (AI).

The purpose of this commentary is to disseminate knowledge on whether to accept the hypothetical commentary of the overwhelming demanding nature of Artificial Intelligence (AI) over Human Intelligent Minds (HIM) in the organizational workplace for a better culture and climate.

Methodology and methods

This study is a qualitative analysis based on the commentary-opinion subjective analysis of whether Artificial Intelligence (AI) superior quality can complement the organizational lives toward shaping an organizational culture and climate. A theoretical model was referred to in a bid to enhance crystallization of the subjective gravity of organizational lives to formulate the new formation of an organizational culture and climate within and between Artificial Intelligence (AI) and Human Intelligent Minds (HIM). For the commentary, relevant literature was reviewed to further extend the ground for discussions and construct a broader meaning for understanding the constructed concept. Within a constructivist paradigm, an interpretative analysis was applied to give further meaning to the subjective opinion of the commentary. The generalizability of the interpretive commentary offered a wider view of subjective discussions while also maintaining the ethics and values, thus, this interpretive commentary provides additional insights for further meaningful discussion.

Findings and discussions

While attempting to encapsulate the subjective findings for discussion amongst and between Artificial Intelligence (AI) and the Human Intelligent Minds (HIM), it is also acknowledged that comparative analysis was not a part of this study. Although this study generates a subjective debate amongst and between AI and HIM, the purpose of this study was solely focused on the diverse management system for creating a conducive culture and harmonious climate within organizational lives amongst and between Artificial Intelligence (AI) and the Human Intelligent Minds (HIM).

The recent developments in Artificial Intelligence (AI) featuring technologies have proven that Artificial Intelligence (AI) can perform better than any Human

Intelligent Minds (HIM) in a given situation and context. However, organizational lives contain various aspects that subjectively matter in generating a conducive culture and harmonious climate. The subjective questions relate to further discussion that both the organizational components can perform and act equally; nevertheless, factors like emotions, sensations, values, and morals can only be contained within Human Intelligent Minds (HIM) and may not be found in an AI-generated workforce. Although we are on the verge of further development, it can also be considered that HIM can be transformed into an AI system in the coming days. In such cases, both the AI and HIM can have less sensational activities, and their sensitivity and reflexivity can be differently evaluated, although performances through their efficiency and effectiveness can be equally matched.

An interpretive analysis between Human Intelligent Minds (HIM) and Artificial Intelligence (AI) can have drastic differences in their work performances if these two are taken into two mutually unexclusive paradigms. Paradoxically, AI and HIM are not alike; they both differ in their emotional state of mind and calculative memory capacities. Efficiency and effectiveness are two important factors in smoothening the management functioning system. Both these are significantly achieved through AI, however, HIM falls short of memorization but is engraved with sensational emotions and lacks efficiency and effectiveness at times, resulting in inconclusive tasks. Taking into consideration of efficiency and effectiveness, a different culture and climate by HIM can develop relational approaches within an organization to seek help from human coworkers for task-significance, while AI-generated robotic co-workers can have straightforward tasks and conclusive results while completely ignoring relational approaches. However, Filippucci et al. (2024) argue that AI-prolonged productivity is still questionable.

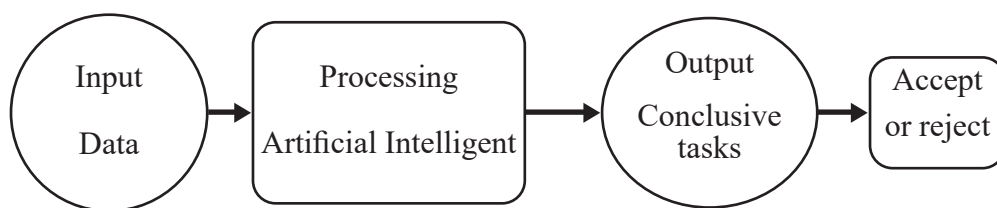


Figure 1: AI-generated conclusive tasks

In Figure 1, the AI cultural activities are aligned to programmed intelligence, while a few more intellectual manipulations can be integrated. However, spontaneous, sensational, and emotional paradigms are ignored. Although the AI can have the job done in an instant without support from any other intellectual minds and do things effectively, but the efficiency related to task-significance is not corroborated, and do not seek support from coworkers of any kind for task differentiation and task-significance, and the working cultural environment is completely ignored. This produces stagnant harmony and no conflicts.

Zohuri, & Rahmani, 2020) to integrate the program to run effectively and efficiently for supporting the human needs (Lee & O'Reilly, 2021; Shneiderman, 2020; Human & Watkins, 2023) in accomplishing the tasks. Nevertheless, AI is a creation of HIM and is designed to support humans as and when required to simplify the task performance. Moreover, within the AI organizational lives, there can be no conflicts to disrupt the working environment and thus maintain a harmonious and conducive climate with a difference in a nurturing culture.

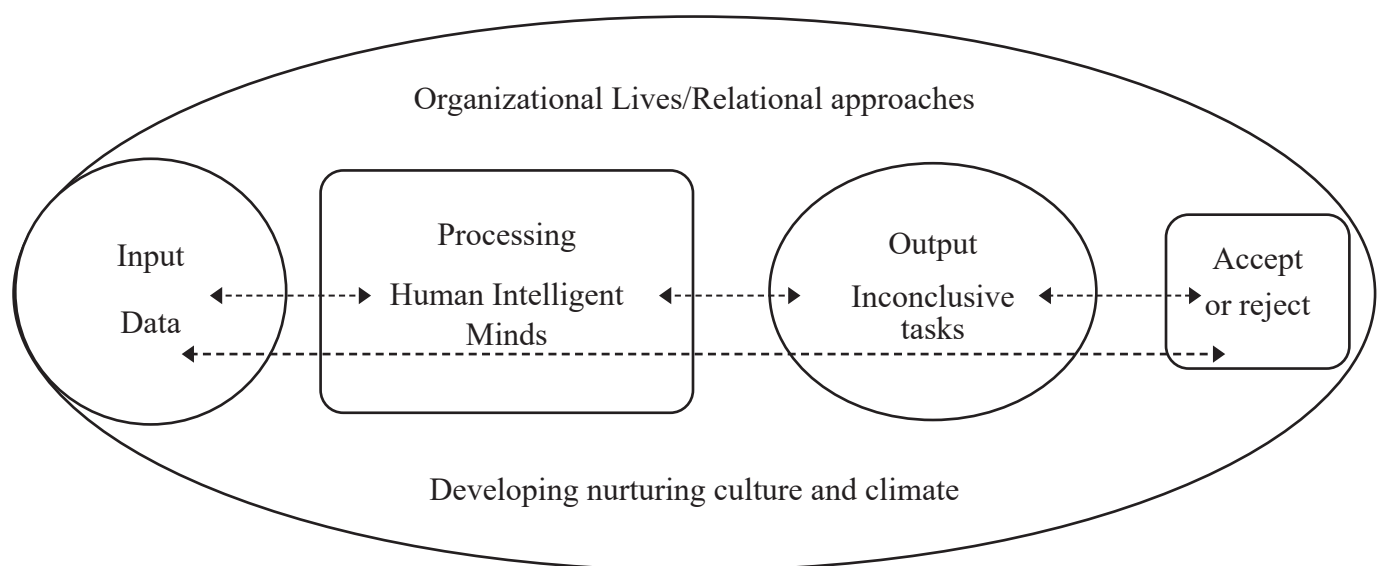


Figure 2: Human Intelligent Minds inconclusive tasks

Figure 2 illustrates the culturally rich environment within the organizational lives. It ignores effectiveness but is enriched with efficiency and cultural movement that produce high task significance within organizational lives. This generates various kinds of cultural environments from good to bad. As compared to AI, HIM working environment is significantly high with sensational, emotional richness. This produces dynamic harmony and opens conflicts, thus generates non-programmed strategies when needed. This generates socio-psychological interaction within organizational lives (Korteling et al., 2021).

AI and HIM critical discourse analysis

Although Artificial Intelligence (AI) can perform better than any Human Intelligent Minds (HIM), AI also needs the support of HIM (Valavanidis, 2023;

However, within the human integration of working lives, there are bound to have various types of conflicts, which may or may not be work task related. Like HIM, AI is also learning to perform better in its approaches. This is because most HIM have now become manipulative, inclined to rely on AI, which is trusted and can perform tasks in less time. Unlike HIM, AI has never learned to say no to any command of a human, thus giving the source full information to satisfy the needs of human queries and tasks. Any interaction with a human is recorded and can be used for or against humans in the future. There have been quite remarkable instances put through by a few researchers who have warned of the confidence of AI over humanity and human rights (Accessnow, 2018). On the other hand, humans tend to forget and skip work occasionally. Moreover, within the human working system, social loafing is very much visible,

which results in less efficiency at work. This again makes humans less reliable, thus increasing the confidence of the AI system.

In recent times, many AI scientists around the world are trying to develop an advanced version of AI, which is further generating competition between the AIs. These kinds of competitions are seen amongst humans, and until now, HIM are generating the AI to compete. However, if AI develops an advanced version of capabilities to compete amongst themselves without the support from HIM, they too will be developing a self-nurturing climate within the AI environment. The questions are: Would AI relate its self-nurturing climate with HIM, and would HIM accept such sensations offered by AI? If yes, then HIM is deemed to convert to AI, thus losing the sensational factor to some extent. If humans do not accept the AI's self-nurturing climate, we may have more conflict in the nurturing climate amongst humans in the workplace environment.

In the digital world today, humans have learned to live by isolating themselves from other people. This may lead to high acceptance in adopting an AI lifestyle. Human Intelligent Minds (HIM) are growing larger with the help of AI and computer science. The world has become very narrow and close to each of us. AI systems have become so reliable assets that without the existence of AI, people could be handicapped and disabled in knowledge, thus, the AI system has gained power over human minds. Accessnow (2023) indicates that the AI system is so powerful that it can purposefully or accidentally wipe out humanity. This is true because more humans are inclined toward the AI system, and its reliability is growing. People will lose sensations, emotions, and values, leaving the human heart empty. Moreover, HIM, parallel to AI, has also become clever and powerful in using AI to harass other humans by violating the rights, rules, and norms to suppress and take advantage of others' personal lives (Khazanchi & Saxena, 2025).

Within the Artificial Intelligence (AI) system, although it is immediate and resourceful (Díaz-Noguera et al., 2024) in addressing human needs at a fraction of the time, AI is still a static movement technology system controlled and designed by Human Intelligent Minds (HIM). AI is self-reliant

in many ways and its features, but it may not have self-nurturing capability like HIM for now. AI has a static movement system on a particular assigned task with different capabilities and features. However, AI may not have the multi-tasking ability to act like HIM, such as *weeping* or *smiling* (emotions), *women caring* (sensations), and *nurturing* (values) a child at the same time. Both AI and HIM exhibit *action-orientated behavior* (Rajbhandari, 2017). However, AI actions can be result-oriented in a short period and can be almost positive and remarkable, while HIM may not produce results of their actions, and even though HIM produces a result, it may not always be positive and remarkable and may even be completely negative.

Conclusively, organizational culture and climate are a formation of social lives. These integrate many human-related psychological factors, which may be engraved in socially formed environments amongst and between humans. AI is a computational feature required to fulfill the needs of humans by supporting them with specific tasks. AI can be multi-talented but may not be multi-tasking. But HIM can be both multi-talented and multi-tasking. Nevertheless, both AI and HIM complement each other in remaining harmonious toward creating a conducive climate and culture in an organization for now, which can be productive for both. However, trying to substitute one with another is not a solution and will only invite greater problems at times of need. Substitution of knowledge is a greater loss to human society. Replacing by substituting HIM with AI can even intensify the loss of humans and their humanity, while AI may not orient multi-thinking-tasking due to different contextual settings, different contextual changes, different contextual thinking, and different contextual acting.

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